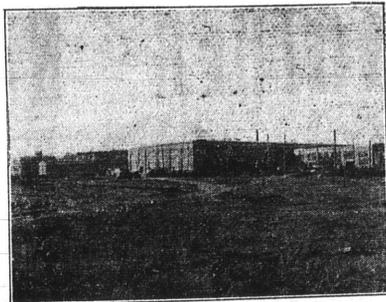
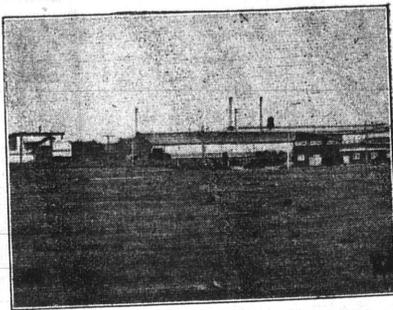


Commerce

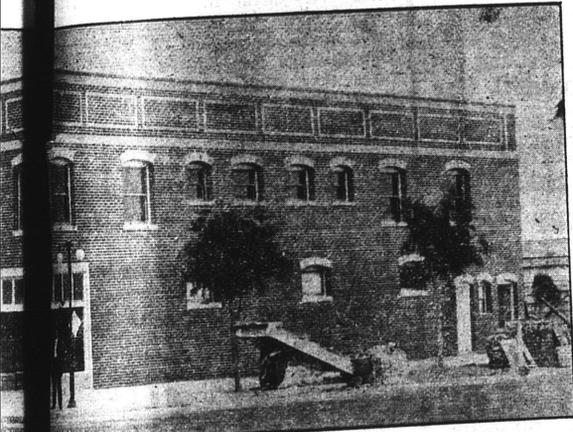
Modern Industrial City



PACIFIC ELECTRIC SHOPS, TORRANCE



LLEWELLYN IRON WORKS, TORRANCE



ESS IN TORRANCE.

As a factory and manufacturing center we are in the front rank of Southern California cities, offering a livelihood to thousands of new citizens who may seek a home in our growing city and the established fact that we have under foot a vast wealth of the black gold of commerce is drawing business our way, pointing clearly to the future for a large growth in every line of manufacturing.

This is the fifth Installment of the Message Program of Work

—a chamber of commerce is a project organization. It is an organization which utilizes its resources for the accomplishment of specific things for community betterment. Projects determined upon at any one time, or from time to time, constitute its program of work.

A program of work should be short. Successful organizations keep the number of projects undertaken at one time within the limits of their resources for investigation and effective, result-getting action. Such organizations have a reserve for undertaking new projects as new needs and new openings for community service arise. Definite accomplishments rightly capitalized are the foundation stones of membership growth and community support.

A program of work should be practical. Successful organizations undertake projects which it is reasonable to assume may be successfully achieved through united community effort. The items in its program are not only matters which the public will approve, but such as are capable of being carried out. They command the attention and arouse the interest of practical men. They insure definite achievements. They enable an organization to advance from the less difficult to the more difficult.

The secretary of the Boston Chamber of Commerce has made in substance this pointed comment on a program of work:

It is of fundamental importance to understand what constitutes a comprehensive plan of work. A mere listing of all the things an organization would like to accomplish, of all the things its members say they want, is not a plan of work. A plan of work consists in determining upon the three or four outstanding things which ought to be done for the community, things which are important and which the community needs most, and then planning the ways and means of doing them. To these projects may be added some of the relatively minor matters, not all the ills of the community but some of them, to complete a schedule which the members and the staff of the organization can probably accomplish during the year through the application of hard work.

A community cannot be reformed or remade in a year or even two or three years. In fact a community never is completed. There is always something to do. A plan of work should be based upon that understanding, and those few things, whether difficult or not, decided upon, planned and undertaken which, if successfully achieved, will constitute genuine forward steps.

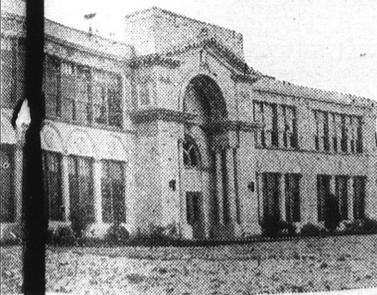
Revenue

—it goes without saying that a chamber of commerce must have funds ample to meet the requirements of its work. If it is to function efficiently, adequate revenue is indispensable. The problem of revenue basically is one of obtaining dues-paying members and of maintaining and increasing membership after it has been built.

The foregoing five-installment message is taken from a book published by the Chamber of Commerce of the United States of America and is the result of years of work in community upbuilding by specialists of national prominence. Torrance has the foundation and it is up to the individual citizenry to lend a helping hand to construct on this foundation our ideal of a city.

The directors are anxious to carry out our desires, so let's tell them what they are. Study the message and help make our Chamber of Commerce the very best in all of this country.

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that tells us that the day of
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